

RWBAT
Guidance on conducting a review of the
School Staffing Structure

Contents

Need for a review	1
Designing a new structure and implementation plan	2
Governors/Trust approve draft structure	3
Approve new structure	4
Implementation stage	4
Slotting.....	5
Redundancy.....	6
Appendix 1 for initiating the school staffing structure	9
Appendix 2 letter to staff and trade unions inviting to consultation meeting	11
Appendix 3 confirming outcome of staffing structure review	12
Appendix 4 re successful appointment.....	13
Appendix 5 unsuccessful but slotted to another post	14
Appendix 6 unsuccessful potential redundancy.....	15
Appendix 7 re redundancy confirmed notice given.....	16
Appendix 8 invite to an appeal hearing.....	17
Appendix 9 Model letter re outcome of appeal	18
Appendix 10 Business Case Model	19

Need for a review

Throughout the course of the school’s life there will be occasions when the structure of the school is no longer relevant to the needs of the school and its pupils. This may be for a variety of reason such as financial issues, changing curriculum needs or education strategies.

Although the legal responsibility lies with the Trust Board to conduct the review of the staffing structure in practical terms the Headteacher will usually lead the review on their behalf. The Trust Board or Local Board will need to sign off the changes. For minor changes it is recommended the LGB is used, for more complex changes and if redundancy situations arise TB are recommended. The CEO can form part of a staffing panel with Trustees if required.

Once it is determined that there is a need for a review staff within the school their trade unions should be informed in writing that there is going to be a review of the staffing structure and the reasons behind this potential change along with proposed timescales for the process. (Appendix 1)

Designing a new structure and implementation plan

As a first step the Headteacher should give consideration to the broad objectives and principles that the school is seeking to achieve with its new structure. The principles should reflect and complement national statutory provisions and national agreements. They should be circulated within the school in staff or team meetings before the work on the detailed structure is developed.

Once the main principles are in place the school should then look closely at the schools improvement priorities and map all these considerations onto a structure of posts of different grades and types designed to deliver the school's priorities as efficiently and effectively as possible.

It is important that the revised structure is costed accurately. Ensuring that the new structure is affordable is key to successful implementation. As part of this process consideration should be given to the potential costs of safeguarded salaries and possible redundancy payments.

New draft job descriptions should be written (and included in the Business Case) for all posts in the new structure that clearly set out

- The purpose of the post
- To whom the postholder reports
- What line management responsibility, if any, is required
- The generic responsibilities of the post
- The specific responsibilities of the post

When considering TLR posts it is important to ensure that they meet the criteria set for determining a TLR payment

The teachers duties must include a significant responsibility that is not required of all classroom teachers and that

- Is focused on teaching and learning
- Requires the exercise of a teacher's professional skills and judgement
- Requires the teacher to lead, manage and develop a subject or curriculum area; or to lead and manage pupil development across the curriculum
- Has an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils
- Involves leading, developing and enhancing the teaching practice of other staff

To award a TLR 1 the teacher must meet the above criteria as well as have management responsibility for a significant number of people (this includes whole school responsibility).

Once the draft job descriptions are in place it will be possible to indicate within the new structure

- Which posts are new
- Which posts are largely unchanged
- Which posts are a combination of several other responsibilities in the previous structure

This will allow the school to clearly show in its implementation plan how employees will transition to the new structure.

If a post is largely unchanged and therefore almost an exact match to the responsibility of an existing member of staff that member of staff should be 'slotted' in to the post.

Where a post is a new post or a combination of a number of existing responsibilities then a ring-fenced selection process should be instigated which would be limited to those groups of staff displaced from their posts by the proposed new structure.

The implementation plan should also set out the timescales involved in the process so that it is clear how the whole process will run and what the key dates are for staff

Governors/Trust approve draft structure

A meeting needs to be held prior to the start of any consultation with staff to enable the panel to approve the draft structure as a basis for consultation.

It needs to be made clear to governors/trustees at this point that this is a draft for consultation and that they will need to seriously consider any suggestions made to alter it by employees within the school.

Governors/Trustees may be required for any appeals so consideration should be made for this so they have no prior involvement.

Consultation process

Once the draft structure has been finalised a meeting should be called to begin the consultation period of 20 working days for staff and trade unions. (Appendix 2)

During the meeting the rationale behind the restructure should be explained to the staff and information provided in writing which details the draft structure, new job descriptions, the implementation plan and any other documents which are relevant to the proposal. It should be made clear to all involved as early as possible if there are more staff than posts in the new structure and that there would be potential redundancies

At this stage it needs to be made clear to staff and their union representatives that they can put forward any proposals for amendments to the draft structure, which would then be considered by the governing body before any structure is approved.

Members of staff should be made aware that they can meet directly with the headteacher to discuss the proposals during the consultation period if they wish and can be accompanied

by a union representative. The headteacher should keep a record of the dates of all the meetings, those present, the key points made and the outcome.

Submissions can also be made in writing to the headteacher detailing any proposed amendments or concerns over the proposals. The last date for written submissions should be made clear at the initial consultation meeting.

A second consultation meeting should be held at the end of the consultation process to allow discussion of any concerns that have not been raised throughout the 20 day period.

Approve new structure

Once the consultation period has ended the LGB or TB should be informed of the decision.

They should consider whether:

- To adopt the staffing structure and implementation plan with any amendments proposed as part of the consultation which are accepted

Or

- Propose amendments to the draft structure and implementation plan which have not been subject to consultation

If amendments are made which have not been subject to consultation or there are concerns about some of the issues raised during consultation that have not been resolved, the governors can decide on a further period of consultation.

Where this option is adopted the staff and unions should be notified in writing of the timescales of the extended period of consultation and the issues to be addressed during that period. The timescale of any further consultation should be proportionate to the scale of the amendments made by the governing body, but should in no case be less than one week.

Following a further period of consultation the staffing panel should meet again and consider the above options. Only when the decision is made to adopt the structure should the school move to implementation. (Appendix 3)

Implementation stage

1. Selection

When implementing a new structure a fair and transparent appointment and selection process must be followed. This is critical if there are more people currently than jobs in the new structure and the outcome of not securing a role in the new structure is risk of redundancy.

If the post is largely unchanged then the staff member can be slotted into the post. However if the job role is new or an amalgamation of other posts within the old structure then a ring-fenced selection process must be undertaken.

These posts should be sorted into groups of posts at certain levels within the school dependent on salary grade and/or responsibilities attached to the post. Staff who are not slotted directly into posts should be given the opportunity to express a preference in one or more posts at the appropriate level based on their previous role. At this stage opportunities to apply for higher-grade posts or those of greater responsibility should not be allowed.

Where there is more than one employee expressing a preference in a particular post then a selection process will need to be undertaken. Selection decisions will be made by an assessment of the ring-fenced employees' match to the requirements of the job, based on employees' skills and knowledge, experience and aptitude. In this case applicants should be encouraged to provide evidence of their skills and experience in relation to the role applied for. It may also be decided that an interview will form part of the process.

The important thing to remember is that the criteria and process for selection must be objectively and consistently applied across all the posts that are ring-fenced in this way. It is also important to ensure that the selection process is fully documented to evidence the justification for selection decisions.

2. Selection outcomes

a. Successful Applicants

Employees who secure a job within the new structure must be notified in writing. (Appendix 4) Dependent on the extent of change this may require a formal letter that varies their contract, defines the effective date of change and any salary safeguarding that applies.

Teaching staff must be issued with a revised annual pay statement within a month of any determination that may affect their pay. This pay statement should include any details of safeguarding of salary.

b. Unsuccessful Applicants

Slotting

It may be that there are individuals who have not been successful in being appointed to a post within their preferences. If there are posts within the new structure that have not been filled then it may be appropriate to appoint these staff to the vacant posts dependent on skills and experience. (Appendix 5)

If an employee refuses to accept a *reasonable* change within their contract, a *reasonable* variation to their contract or an offer of a *suitable* job in the new structure then their continued employment may be jeopardised. If the restructure is for genuine business reasons, has been subject to meaningful consultation, and all reasonable transitional

arrangements identified, then the employee's refusal to accept the change may result in dismissal under the 'Some other substantial reason' policy.

However headteachers will need to take into consideration the DDA, care arrangements, health and safety, travel, etc in determining whether the change asked of the individual is reasonable and suitable.

Redundancy

For those staff who have not secured a post within the structure they must be informed of this and that they have been identified as potentially redundant within the new structure. They should be advised of this in writing and informed of their right to make representation against the selection decision. (Appendix 6)

3. Representation

Employees should have the opportunity to make representation against the selection decision. Representation takes place with the individual or panel who made the selection decision and would involve the employee challenging why they have not been selected for a post they expressed a preference in or why they have been selected for redundancy.

The employee should write to the headteacher within 10 working days of the conclusion of the selection, setting out grounds as to why they believe that the selection process was unfair if they wish to make representation.

The employee has the right to be accompanied to this meeting and should be informed that they can bring a colleague or trade union representative. The meeting should allow the employee the opportunity to present the reasons as to why they feel that they have been unfairly selected.

At the end of the meeting a decision should be made as to whether to continue with the original decision or whether to change the selection based on the grounds provided by the employee. The decision should be communicated to the employee and confirmed in writing. They should also be informed as part of this process that they have a right of appeal.

If the decision is made to confirm the selection for redundancy then notice must be issued to the employee in line with their statutory notice entitlement. (Appendix 7) During the notice period every possible support and consideration should be given to the employee to assist them in redeployment and/or in gaining employment elsewhere. Employees should be given reasonable time off to attend any support sessions that may be useful and to look for alternative employment.

Staff being made redundant as part of this process are entitled to compensation in accordance with the Early Retirement and Redundancy Payments policies for both NJC and Teachers as relevant.

If the decision is that the selection process was incorrect then it may be that the process will have to be started again. Therefore it is vital to ensure that every effort is made to make the correct decision at the outset and avoid this situation and the potential disruption this may cause throughout the school.

4. Appeal

Employees selected for redundancy will also have the opportunity to appeal against the dismissal decision. An independent panel of Trustees/governors who have not been involved in the selection process would hear this appeal. This could be made up of local board or Trust Board Governors.

The employee should write to the Chair of Trustees within 10 working days of the notice letter being received, setting out grounds as to why they believe that the dismissal/decision is unfair. They would then be invited to an appeal hearing which should be held within 10 working days of the appeal being received. (Appendix 8)

The employee would need to submit any information/documentation relating to the appeal prior to the appeal with enough time for the employers representative to gather together any information/documentation that they wish to use to respond to the employee. This documentation must be circulated back to the employee and to the appeals panel prior to the hearing taking place.

When organising the appeal hearing it should be ensured that:

- There are separate waiting rooms for the panel, the person appealing and the person responding to the appeal.
- Refreshments are available
- There are sufficient chairs and table space for the panel, the employee and representative, and the person representing the school in the hearing, because paperwork will have to be studied and notes may need to be taken.
- All members of the panel will be available for as long as the hearing will take.

Format of Hearing

The Chair of the Panel will call in all parties to make the introductions and explain the reasons why the meeting is taking place and the format it will take.

1. The employee or his/her representative will present the case for appeal to the panel, calling witnesses as necessary.
2. The schools representative can ask questions of the employee and any witnesses.
3. The panel may also ask questions of the employee and any witnesses.
4. The school's representative will then put his/her case forward.
5. The employee can then ask questions of the schools representative
6. The Panel can then ask questions of the schools representative.
7. Both parties may sum up, the employee first and the schools representative

8. The Panel will then adjourn to take its decision.

If at any stage during the hearing it appears that not all the facts are known or the panel decides that it requires further information that is not available at the time, it may decide to adjourn the hearing and reconvene at a later date.

The Chair may call for an adjournment at anytime if she/he thinks it is appropriate.

The decision made by the appeals panel should then be communicated to the parties involved and then confirmed in writing. (Appendix 9) It should be made clear to the employee that the decision made by the appeals panel is final and may not be contested internally within the school

Salary Safeguarding

Both NJC and teachers are entitled to salary safeguarding should they be moved into a post that incurs a reduction in their salary.

If NJC staff are redeployed into a post with a lower salary they will have their salary protected for one year.

Teachers are entitled to salary protection over three years, if they are redeployed to a post with a lower salary. If, as a result of a change to the school's staffing structure a teacher is no longer entitled to a TLR award or they are awarded a TLR at a lower annual value then they must be paid safeguarding allowances as specified in the School Teachers Pay and Conditions Document.

Support for the employees

It is important to be aware that throughout any process such as this considerable stress will be felt not only by the individuals affected by the restructure but also throughout the school particularly if there is a potential redundancy at the end of the restructure.

1. Employee Assistance Programme

All individuals involved should be given the details of Mindful Employer, which is a completely independent counselling and information service provided by RWBAT free of charge..

2. Union support

All members of staff should be encouraged to speak to their union who can offer support to them, not only with advice but also with support and representation at any meetings

3. Occupational Health

If any of the individuals are absent through stress then they should be referred to the Occupational Health Department who can support them through the period of absence and ensure that any return to work is appropriate.

Similarly if you feel that any individual is severely affected by the situation a referral to Occupational Health should be considered to ensure that they are coping effectively with the situation.

Appendix 1 for initiating the school staffing structure

Dear colleague

School Staffing Structure Review

I am writing to advise you that I am initiating a review of the school's staffing structure.

Reason for Re-structuring (Outline the rationale)

The intended outcome of the review will be a school staffing structure relevant to the needs of the schools and its pupils and appropriate to the school's development over the next few years.

There will be full consultation as part of this process and I will be keeping all staff and union representatives informed as the process unfolds.

The timescale of the process

The Governors meeting to consider and approve the draft structure and implementation plan for consultation will be held on (DATE)

Once the Governors have agreed the draft structure you will be invited to an initial consultation meeting and this draft and the implementation plan, including exact timescales will be shared with you and any union representatives.

If you have any initial comments or queries relating to this process then do not hesitate to contact me.

Yours sincerely

Headteacher

Appendix 2 letter to staff and trade unions inviting to consultation meeting

Dear Colleague

School Staffing Structure Review

I am writing to update you on the review of the school's staffing structure. I would like to invite you to a meeting on (date) at (time/venue).

Reason for Re-structuring

(Outline the rationale ie. changing needs of school, budgetary issues etc)

Timescales

The governors met on (date) and agreed a proposed draft structure, which will now be subject to consultation. A copy of the draft staffing structure will be shared at the meeting together with any revised job descriptions and other relevant documentation. I would invite staff to make written responses to the consultation exercise and you will have 20 days to do this – written responses should be received by (date).

There will be the opportunity for any member of staff who wishes to meet with me during this process to raise any concerns.

A second consultation meeting will be held on (date) to discuss any issues that have not been raised throughout the consultation process.

Governors will meet on (date) to consider the revised structure and to take account of all responses received. On the basis of the information receive they will decide to:

- Retain the current structure
- Adopt the proposed staffing structure and implementation plan
- Propose further amendments to the structure and agree a further period of consultation.

Yours

Headteacher

Appendix 3 confirming outcome of staffing structure review

Dear Colleague

School Staffing Structure Review

I am writing to confirm the outcome of the school staffing structure review.

The Governors met on and confirmed their acceptance of the new structure. I have included the finalised structure with this letter.

The school will now move into the implementation phase of the process

Either

I can confirm that your role within the new structure is unchanged from your previous role and will be

Or

There will now be an opportunity for you to express a preference in a post within the new structure. *You should only consider posts that are at an equivalent level to your current post within the school or are withingroup*. Confirmed job descriptions for the new posts are also included with this letter.

You should complete an 'Expressions of Interest' form confirming which posts you wish to be considered for along with details of the skills and experience that you have that is relevant to the posts chosen.

Expressions of interest should be completed by and returned to

Selection interviews for the new posts will be held in week commencing..... and the final selection decision will be made on..... You will be notified of the results of the selection process on.....

Yours

Headteacher

Appendix 4 re successful appointment

Dear

School staffing review

I would like to confirm that through the selection process undertaken as part of the staffing review you have been appointed to within the new structure. This appointment will be effective from

Either

There is no variation to your contract as a result of this appointment

Or

As a result of this appointment the following changes will be made to your contractwith effect from.....

Under your terms and conditions of employment you are entitled to a period of salary safeguarding. This means that

I hope that you are

Yours

Headteacher

Appendix 5 unsuccessful but slotted to another post

Dear.....

Staffing structure review

I would like to confirm the decision that was made at the selection panel on I regret to inform you that you were unsuccessful in being appointed to any post that you expressed a preference for during the selection process for the new staffing structure.

However it was felt that your skills and experience would fit the role of within the new structure. Therefore you have been appointed to this post with effect from.....

Either

There is no variation to your contract as a result of this appointment

Or

As a result of this appointment the following changes will be made to your contractwith effect from.....

Under your terms and conditions of employment you are entitled to a period of salary safeguarding. This means that

Before the governors move the process forward, you do have the right to make representations to the **(staffing panel/Headteacher)**.

A representation meeting has been arranged for **(date)**. If you chose to make representations, you have the right to be accompanied by a colleague or trade union representative. At this meeting your views will be considered and then a decision made regarding your selection for the above post

If you wish for this meeting to proceed, please could you inform me in writing by completing the slip below by **(date)**. In the meantime, if you need any clarification then please do not hesitate to contact me.

Yours sincerely

Headteacher

*I do/do not wish to make representations to the Staffing Panel/Headteacher on (date).

Signed..... Dated.....

Appendix 6 unsuccessful potential redundancy

Dear

Staffing structure review

I would like to confirm the decision that was made by the selection panel on I regret to inform you that you have been unsuccessful in being appointed to a post within the new staffing structure. As a result of this you have been selected for redundancy to take effect from.....

Before the governors move the process forward, you do have the right to make representations to the **(staffing panel/Headteacher)**. If the decision is upheld, then you will have the right of appeal to a separate appeals panel.

A representation meeting has been arranged for **(date)**. If you chose to make representations, you have the right to be accompanied by a colleague or trade union representative. At this meeting your views will be considered and then a decision made regarding your selection for redundancy.

If you wish for this meeting to proceed, please could you inform me in writing by completing the slip below by **(date)**. In the meantime, if you need any clarification then please do not hesitate to contact me.

Yours sincerely

Headteacher

*I do/do not wish to make representations to the Staffing Panel/Headteacher on (date).

Signed..... Dated.....

Appendix 7 re redundancy confirmed notice given

Dear

I am writing to confirm that the Staffing Panel of _____ School met on and having given careful consideration to your comments and having taken account of other relevant factors has determined that you will cease to work at the school by reason of redundancy. You do have the right of appeal against this decision.

Under the terms of your contract of employment you are entitled toweeks notice of termination of your employment with the School. This satisfies both statutory and contractual notice. Your notice period will commence on (date) and your final date of employment will be (date).

You may have received a statement of estimated redundancy benefits due to you. This estimate is based on current details concerning pay and service. This will be subject to confirmation and benefits will be paid when you leave employment.

The Governing Body regrets the need to cease your employment with the school in this way and wishes to express its sincere appreciation of your service with the school and to assure you of its wish to support, wherever possible, initiatives to resolve satisfactorily your position. HR will continue to meet with you to discuss alternative employment either in the school or elsewhere in the Council. You are entitled during your period of notice to reasonable time off from work with pay to look for other employment or to arrange for training for future employment. You must obtain prior approval before taking time off under these circumstances.

You should also be aware that if you accept an offer of employment with an employer to whom the redundancy Payments Modification Order applies you may lose your entitlement of redundancy payments. If you are in any doubt as to whether these provisions apply you should seek advice from the schools Human Resources team.

Please sign and return the second copy of this letter and indicate if you wish to appeal against the Trust's decision.

Yours sincerely

Chair of Staffing Panel

Enc

I confirm that I have received your letter of (date) of which this is a true copy.

I do/do not wish to appeal against the Staffing Panel's decision

Signed Dated.....

Appendix 8 invite to an appeal hearing

Date.....(at least 5 working days' notice)

Dear.....

Appeal Panel Hearing

In response to your letter of(date) stating that you wish to appeal against the redundancy decision I write to notify you that an appeal hearing has been arranged at.....(time) on.....(date - within 10 working days of receipt of written notice of appeal) at.....(place). Please note that the decision of the Appeals Panel is final

You may be accompanied by a trade union representative or colleague. Please can you let us know the name of your chosen companion.

Please can you let me have any relevant documentation/evidence that you wish to have considered at the Appeal hearing by.....[5 working days before the hearing].

The names of the Governors serving the panel are

.....(names)

Please confirm that you will attend.

Yours sincerely

Clerk to the Governing Body

Cc Trade union representative

Appendix 9 Model letter re outcome of appeal

(School's headed notepaper)

Date.....

Dear.....

Outcome of Appeal Hearing

Following the appeal hearing held by the Trust Board on.....(date) and on the evidence presented to the panel, the decision was that the original decision of the Head Teacher/staffing panel be

[upheld]

[overturned and decided]

The reasons for reaching this decision are as follows:

.....
.....
.....

The decision of the Appeal Committee is final.

Yours sincerely,

Chair of the Appeal Committee

Cc Trade union representative

Appendix 10 Business Case Model

Restructure Business Case Implementation Date (INSERT) Document Dated (insert)

Notes for Headteachers: Each restructure will be unique however we must be mindful and try to follow a similar pattern.

For the purposes of consultation, the business case should set out in writing:

- The reason(s) for proposals leading to the potential redundancy situation
- The numbers and descriptions of employees (posts) whom it is proposed are potentially at risk of redundancy
- The total numbers and descriptions of the employees (posts) currently affected and in the pool for selection
- The total number of employees of any such description employed by the employer at the establishment in question
- The proposed new structure, job descriptions and person specifications
- The cost of the new structure in comparison to the existing structure
- The proposed method of selecting the employees to be dismissed
- The proposed method of carrying out the dismissals, with due regard to any agreed procedure, including the period over which the dismissals are intended to take
- Strategies to be adopted to mitigate the effects of redundancy where possible
- The method of calculating the redundancy payments to be made to employees who may be dismissed.
- Timescales to be used.
- Any other reasonable information requested

Who	Responsibilities
Headteacher	<ul style="list-style-type: none">• To set out a clear rationale for any planned changes to the staffing structure the detail and timing of which are included in the production of a business case/consultation document.• To keep the Academy governors and the Trust's HR team aware of proposals under this procedure and progress with implementation.• To plan and implement any changes to the staffing structure set in a fair and consistent way, in accordance with the procedures in this document.
Employee	<ul style="list-style-type: none">• To engage in the process of organisational change, responding constructively to the opportunity for consultation and participating in any appointment process.• To raise with their Line Manager if assistance is required on account of disability
Governors or Trustees	<ul style="list-style-type: none">• To be made aware of the staff restructure proposals.• To act as the appeals body in the event of any appeals by potentially redundant staff.

Human Resources	<ul style="list-style-type: none"> To provide advice, guidance and support the HT or Executive and Academy governors or Trustees to ensure that the procedures in this document are followed correctly and in a fair, reasonable and equitable manner, upholding the rules of natural justice
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Background

Brief description of history

Rationale for Change

Identify the need for change, develop a clear rationale for the restructure and be clear on intended aims and why change is needed.

Impact

Staff affected:

Financial costs/savings (example below)

Current Staffing Structure Costs	Proposed Staffing Structure Costs	Difference

NB If financial reasons are the driver for change please provide more budget information i.e. 3 year forecast or pupil number forecast etc

Current Position

Diagram structure and some summary if required

Proposed Position

Diagram structure and some summary if required

Posts in the proposed structure will require a job description and person specification, either an existing version or a new one. New roles should be evaluated by HR so that they can be bench-marked against similar roles in the Trust’s other academies. Using the job descriptions, the HT will indicate clearly (without at this stage putting names of individual staff members against posts):

- which posts are new
- which posts are largely unchanged and therefore almost an exact match to an existing responsibility
- which posts are a combination of several responsibilities previously in the structure

Implementation Stage

Implementing the change will depend on its nature. In particular, it will be important to identify:

- Whether the number of posts in the new structure is greater than, or equal to, the number of eligible employees
- Whether the new or revised posts are similar or dissimilar to those in the old structure
- Whether the restructure requires a reduction in posts (either across the structure as a whole or at a particular level).

Where the number of posts in the new structure is greater than or equal to the number of eligible employees appointments may be subject to “assimilation” through non-competitive ring fence arrangements. The effect of this ring fence is to confine posts to existing employees who are directly affected by the changes or whose jobs may be at risk. This allows for matched posts to be offered to present incumbents, without competition, through the process of slotting in. The HT will determine which post holders meet this criterion.

Where more than one person meets the criteria for assimilation, the post will be “ring-fenced” to those eligible for consideration and all those who meet the criteria and wish to be considered for the post will be asked to demonstrate, using a form provided, how they meet the requirements of the post. All those eligible for consideration will be interviewed for the post in accordance with the recruitment and selection process.

Any remaining vacancies in the new structure may be subject to normal recruitment procedures. Where the posts in the new structure are dissimilar to those in the existing structure, they should be ring-fenced and only advertised to post holders within the ring fence in the first instance.

Trade Unions will be fully consulted throughout the process.

Staff will be supported through the process and offered time to meet HR for advice or guidance.

Proposed timescales

Consultation Period **At least 30 days**

Final decision and notice to terminate or alter terms and conditions issued no later than **(INSERT DATE)**. Staff enter new contractual terms/job roles **(INSERT DATE)**

Timeline

Action	Dates	Required
(HT) to ask staff to come forward for any reduction in hours, retirement or any other alteration in hours.	Jan	For financial reasons it is always best to try and look at how savings can be made across the school so this is good practice to seek voluntary reduction.
Inform Unions	One week before staff are informed	HT to hold informal meeting with Unions to share Business Case HR to contact via email/letter
RWBAT staffing Panel approve proposed structure for consultation		If required for more complex or for consultation including redundancy a staffing panel can be set up of Trustees/HT
Letters issued with 5 days' notice	Date	HR to send
Formal Consultation begins – meetings with staff affected. Business case distributed to all members of staff affected.	Initial meeting date	HR & HT to attend
121 meetings	w/c Two week slot for 121	HR & HT
Deadline for written submissions	END OF CONSULTATION PERIOD	
RWBAT staffing panel meet and consider written submissions for the consultation before making a final decision.		If staffing panel required- if not HT to make decision
Final decisions issued by letter	Respond to Staff affected & Unions	HR/HT
Appeals – to be heard by separate appeal hearing of Governors. Appeals must be made within 10 days from notification of decision and 5 days' notice of date of meeting will be needed.	Prepare date for appeals and prepare Governors/Trustees	
Final decision	Notice period ensure enough contractual period for change	